

4 - Effect of Agile on Program Office

Module TLO:

Given a DoD program involved in software development using Agile IPM methodologies, the student will understand differences in roles that a Program Office may need to assume to enable program success.

Subtopics

- PMO Staffing & Roles
 - Contracting
 - Program Management
 - BFM/CE
 - Logistics
 - Engineering*
- Interacting with Stakeholders
- Technical Reviews

*Engineering covered in Module 5

ELO

1. Identify 3 characteristics of a PMO's staffing requirements in an Agile IPM environment.
2. Recognize the frequency of communication between PMO and stakeholders.
3. Identify how the technical review process in an Agile environment impacts the ability of a PMO to mitigate program risk.

ELO Mapping to Sub-topics

Subtopic	ELO(s)
1 - PMO Staffing & Roles	ELO 1
2 - Interacting with Stakeholders	ELO 2
3 - Technical Reviews	ELO 3

Subtopic 1: PMO Staffing & Roles

- Walk through of notional PMO organization and impacts
 - Program Manager / Deputy Program Manager
 - Ensure sufficient stakeholder buy-in and participation in all efforts
 - Prepare government team for battle rhythm and frequency of interaction
 - Prioritization of requirements
 - Budget & Financial Management / Contracts Lead
 - Expectations for deliverables and contract scope management
 - Systems Engineering & Test Leads
 - Frequency of interaction and increasing level of detail
 - Fluidity of requirements at the detail level
- Assessments:
 - Matching: Match PMO role to text description of an impact
 - True/False: 2 descriptions of impact to a role within the PMO

Subtopic 2: Interacting With Stakeholders

- Stakeholder commitment to using Agile and reasons
 - Stakeholder alignment with reasons for Agile approach
 - Importance of highly involved, empowered user representative to make decisions at the project level on a daily/weekly basis
- Prioritization of user requirements
- Assignment of user requirements to releases and iterations
- User involvement in acceptance of implemented requirements
- **Assessments:**
 - **Matching:** Match PMO role to text description of an impact
 - **True/False:** 2 descriptions of impact to a role within the PMO

Subtopic 3: Technical Reviews

- Technical reviews in context
 - Role within the traditional V model for managing baselines
 - Role within Agile for monitoring program progress and health of processes
- Frequency of reviews and interaction
 - No single major review at a specific level of detail (such as detailed design)
 - High frequency of smaller reviews at detail level for that iteration
- Level of detail under review
 - Minimum level of detail on entire system needed to support current iteration
 - Full detail on current iteration to support
- Assessments:
 - True/False: Timing and detail of reviews
 - True/False: Visibility of entire system design will increase as more iterations are completed